

April 30, 2009

TO: Angela Gorosave

FROM: Holly Platz, SPHR
Director's Review Investigator

SUBJECT: Angela Gorosave v. Shoreline Community College (Shoreline)
Allocation Review No. ALLO-08-080

The Director's review of Shoreline's allocation determination of your position has been completed. The review was based on written documentation. This review covers the six month period prior to August 11, 2008, the date that Shoreline's human resources office received your request for review.

Director's Determination

As the Director's designee, I carefully reviewed all of the documentation in the file including the duties and responsibilities described in your Position Review Request form. I considered the Program Coordinator and Program Manager A classifications. Based on my review of the documents, the available classifications, and my analysis of your assigned duties and responsibilities, I conclude that overall, your position is best described by the Program Coordinator classification.

Background

On August 11, 2008, Shoreline's human resource office received your Position Review Request form asking that your position be reallocated to the Program Manager A classification. You signed the form on August 7, 2008. Your supervisor completed the supervisor's portion of the form on August 11, 2008.

After receiving your Position Review Request form, Shoreline reviewed your position and by memorandum dated October 13, 2008, determined that your position was properly allocated to the Program Coordinator classification.

On October 30, 2008, you filed a request for a Director's review of your position. In your Director's review request, you asked that your position be reallocated to the Program Manager A classification.

Typically, a position description form is included and reviewed as part of the position review process. However, for this review, the position description form included in the documents is dated nearly 5 months after you submitted your review request. In addition, Shoreline indicates that at the time of your position review request, there was no approved position description form for your position. Because the position description form was created after

your review request, I did not give substantial weight to the January 9, 2009 position description form.

Summary of Ms. Gorosave's Perspective

You argue that you have managed the Motor Pool Program, the Transportation Program and the Parking Program at Shoreline for more than one year. You indicate that you recruit, interview, hire and fire employees and that you supervise, counsel and review their performance. You contend that you manage the programs by planning, coordinating and implementing all functions required by the programs' activities. You assert that your program management duties cover staff supervision, program management, funds management, budget planning, and public information and that your position fits within the Program Manager A classification.

Summary of Shoreline's reasoning

Shoreline acknowledges that you are a highly competent and experienced employee. However, Shoreline argues that your level of responsibility does not match the Program Manager level. Shoreline contends that the Vice President for Administrative Services is responsible for all administrative decisions for the department and the the Director of the Safety and Security department is responsible for all department operations. Shoreline asserts that your supervisor holds sole responsibility for the supervision of the department. Shoreline further contends that you coordinate work and provide program support to carry out administrative decisions and program operations. Shoreline indicates that you direct the work of four temporary employees and make recommendations for hiring and firing employees. Shoreline also indicates that you serve as the department point of contact, monitor work activities, carry out and disseminate Safety and Security policies, procedures and regulations and maintain fiscal records for three different budgets including preparing encumbrances and estimating the blanket order amount for the year. In addition, Shoreline contends that a significant percentage of your responsibilities involve technical/clerical duties which most closely aligns with the Program Assistant classification rather than the Program Coordinator classification. Nonetheless, Shoreline argues that the majority of your work is at the coordination level as described by the Program Coordinator classification.

Rationale for Determination

The purpose of a position review is to determine which classification best describes the overall duties and responsibilities of a position. A position review is neither a measurement of the volume of work performed, nor an evaluation of the expertise with which that work is performed. A position review is a comparison of the duties and responsibilities of a particular position to the available classification specifications. This review results in a determination of the class that best describes the overall duties and responsibilities of the position. See Liddle-Stamper v. Washington State University, PAB Case No. 3722-A2 (1994).

In summary, your duties and responsibilities include:

20% Parking Program: entering all parking citations into the cashiering system for payments, billing and collections; entering changes resulting from appeal process; accessing the Department of Licensing to verify registered owners name and addresses.

- 20% Transportation Program (Satellite Shuttle Service): Recruiting, hiring, scheduling and directing the work of experienced drivers for a 24-passenger bus and two 12-passenger vans; tracking vehicle usage; reserving state vehicles for staff faculty and college club functions.
- 20% Washington State Motor Pool Program: Each month accessing the InfoCenter customer account with a password and user I.D. to enter usage tickets (mileage) for four leased vehicles; tracking and arranging maintenance and repair for motor pool vehicles; tracking vehicle usage for collection of charges; tracking gas usage.
- 20% Manage Office: Providing customer service, monitoring campus fire alarm system, maintaining the lost and found for the campus; dispatching security officers to calls and providing daily support; acting as liaison with King County 911 Dispatch; leading work of hourly office support staff; obtaining certified flaggers and police officers for traffic flow and different events throughout the year.
- 15% Commute Trip Reduction (CTR) Program: Serving as the Employee Transportation Coordinator (ETC) and program contact to implement, promote and administer the Commute Trip Reduction program for the campus; completing annual report; coordinating the distribution and collection of biennial CTR survey; assisting employees with ride matching; attending quarterly network area meetings as Shoreline's ETC.
- 3% Annual Orders: Prepaying encumbrances for three different budgets; independently estimating the blanket order for the current fiscal year.
- 2% Licenses, Contracts and Permits: Applying for and maintaining permits, licenses, and contracts for Security department.

You argue that you supervise employees; however, in your Position Review Request form you indicate that you lead the work of 4 temporary employees. These employees work varied hours. Your supervisor indicates that he maintains final authority for hiring and firing staff. He also indicates that he would like to place the Truck Driver 2 under your supervision. But, at the time of your position review, this position reported to your supervisor.

In determining whether you have full supervisory responsibility for a minimum of 1 full-time equivalent (FTE) employee, consideration must be given to the Department of Personnel (DOP) Glossary of Classification, Compensation & Management terms. The glossary provides that a supervisor is:

An employee who is assigned responsibility by management to participate in all of the following functions with respect to their subordinate employees:

- Selecting staff
- Training and development
- Planning and assignment of work
- Evaluating performance
- Resolving grievances
- Taking corrective action

Participation in these functions is not routine and requires the exercise of individual judgment.

In Dawson v South Puget Sound Community College, PRB No. R-ALLO-08-001, the Personnel Resources Board (PRB) provided further guidance on supervisory responsibilities. The PRB determined that providing on-the-job work instruction is not the level of training and development expected of a supervisor. The PRB also indicated that supervisory responsibilities would include short-range or long-range planning, conducting formal performance evaluations, adjusting formal grievances, and providing progressive corrective action as a regular part of the job.

Although you may select or recommend temporary staff to work in the Safety and Security department, your oversight of those positions, coordination of work schedules and coordination of work performed by staff does not meet the intent of the supervisory requirement to provide staff training and development. Additionally, you do not have responsibility for conducting formal performance evaluations, adjusting formal grievances or taking formal corrective actions as required for allocation to a supervisory classification. If the full-time Truck Driver position is placed under your supervision, Shoreline should reassess your status as a supervisor. If your position meets the standards for allocation to a supervisory classification, Shoreline should reallocate your position to recognize that new responsibility.

Based on my review of your argument, your Position Review Request form including your supervisor's statement, and past decisions of the Board, I find that you do not perform the full scope and level of supervisory activities required for allocation to a supervisory classification.

The Program Manager A definition states: "[s]upervises a division of a major administrative department, operating unit or program undertaking relieving the senior official of operating and administrative detail. Plans, coordinates and implements all functions required by the activity."

The distinguishing characteristics of the Program Manager A classification state:

Program Managers administer, supervise, direct and advise on activities involved in providing an essential management service within the institution. They are responsible for advising and assisting, with minimal direction, the senior official and other administrators in the organization on matters pertaining to the program. The primary purpose of these positions is to achieve the goals and objectives of the program by providing, obtaining, and/or coordinating activities as they affect the institution.

Positions in this class involve a wide scope of complex duties and responsibilities in the management of a program which may involve a combination of two or more of the following services: Project management, funds management, contract administration, management analysis, property management, space management, program management, budget planning, public information, faculty, administrative, classified staff and student services administration, personnel administration, and staff supervision. Program Managers exercise independent judgment, and have been delegated decision-making authority. Program manager at the "A" level are typically

first-line supervisors, and are characterized by their total responsibility for a program or management services to an administrative supervisor.

The DOP glossary of terms provides further guidance on the level and scope of work performed by Program Managers. The glossary states that the duties of a Program Manager involve exercising authority over:

- Development of program goals and objectives
- Development of timetables and work plans to achieve program goals and objectives
- Development of program policies and procedures
- Preparation of program budgets, adjustments of allotments and authorizing expenditures
- Controlling allocation of program resources
- Setting and adjusting program priorities
- Evaluating program effectiveness

Your position does not exercise the scope or breadth of authority anticipated at the Program Manager level. Your position relieves your supervisor of the day-to-day operations of the programs; but you do not develop overall program goals, objectives, timetables and work plans. You do not develop program policies and procedures; rather you develop work processes to track program information and data. You do not prepare program budgets but you do provide information and input for the development of the budget. You do not allocate program resources; rather you track information related to the use of vehicles and order and maintain office equipment and supplies. You do not set and adjust program priorities or evaluate program effectiveness at the level of a Program Manager. And, you do not supervise program staff.

The class series concept for the Program Coordinator classification provides that positions that coordinate programs:

Perform work requiring knowledge and experience that is specific to a program. Organize and perform work related to program operations independent of the daily administrative office needs of the supervisor. Represent the program to clients, participants and/or members of the public.

A program is a specialized area with specific complex components and discrete tasks which distinguish it from the main body of an organization. A program is specific to a particular subject. The specialized tasks involve interpretation of policies, procedures and regulations, budget coordination/administration, independent functioning and typically, public contact. Duties are not of a general support nature transferable from one program to another. Performance of clerical duties is in support of incumbent's performance of specialized tasks.

The basic function of the Program Coordinator classification states: "[c]oordinate the operation of a specialized or technical program."

In addition, the DOP glossary of terms provides that coordinators "[i]ndependently organize, monitor, evaluate, and make adjustments for a program or activity without supervisory responsibility."

Your position fits within the class series concept and the basic function of the Program Coordinator classification. In addition, the duties and level of responsibilities assigned to your position are encompassed by the coordinator definition.

The distinguishing characteristics for the Program Coordinator classification state:

Under general direction, perform work using knowledge and experience specific to the program. Exercise independent judgment in interpreting and applying rules and regulations. Independently advise students, staff, program participants and/or the public regarding program content, policies, procedures and activities; select/ recommend alternative courses of action and either:

(1) project, monitor, maintain, initiate and/or approve expenditures on program budgets

OR

(2) have extensive involvement with students, staff, the public and/or agencies in carrying out program activities, and coordinate, schedule and monitor program activities to determine consistency with program goals.

The Department of Personnel Glossary of classification terms defines working under general direction as:

Performs assignments within established policies and objectives. Incumbents plan and organize the work, determine the work methods, and assist in determining priorities and deadlines. Completed work is reviewed for effectiveness in producing expected results.

You work under general direction and relieve your supervisor of the day-to-day operations of the Security and Parking, Transportation and Commute Trip Reduction Programs within the Safety and Security department. You use knowledge specific to the programs; utilize independent judgment; project blanket order amounts and prepare encumbrances; monitor the status of vehicle maintenance and vehicle usage; track and maintain licenses, permits and contracts; recommend hiring and firing of temporary staff; and have extensive involvement with staff, students and others in carrying out program activities. Your position fits within Program Coordinator distinguishing characteristics.

When determining the appropriate classification for a specific position, the duties and responsibilities of that position must be considered in their entirety and the position must be allocated to the classification that provides the best fit overall for the majority of the position's duties and responsibilities. Dudley v. Dept. of Labor and Industries, PRB Case No. R-ALLO-07-007 (2007).

In this case, the majority of the duties assigned to your position and your level of responsibility and delegated authority are best described by the Program Coordinator classification.

Appeal Rights

RCW 41.06.170 governs the right to appeal. RCW 41.06.170(4) provides, in relevant part, the following:

An employee incumbent in a position at the time of its allocation or reallocation, or the agency utilizing the position, may appeal the allocation or reallocation to . . . the Washington personnel resources board Notice of such appeal must be filed in writing within thirty days of the action from which appeal is taken.

The address for the Personnel Resources Board is 2828 Capitol Blvd., P.O. Box 40911, Olympia, Washington, 98504-0911.

If no further action is taken, the Director's determination becomes final.

cc: Veronica Botts, Shoreline CC
Classification & Pay Team, DOP

List of Exhibits

A. Filed by Angela Gorosave October 30, 2008

1. Appeal form (PRB) requesting and Allocation Review
2. Agency Allocation Determination letter dated October 13, 2008
3. Letter from Angela dated October 24, 2008
4. Position Review Request dated and signed August 2008
5. Job Duties – Programs
6. Classification Specs for Program Manager A (107R)

B. Memo filed by DIS January 8, 2009

1. Original Position Review Request Form
2. Angela Gorosave Job Duties attachment 8/8/2008
3. Allocation Determination letter October 13, 2008
4. Program Assistant 107M Classification specification
5. Program Coordinator 107N Classification specification
6. Program Manager A 107R Classification specification
7. Program Coordinator Position Description Form January 2009
8. Capial Projects, Facilities, Safety & Security Organizational Chart
9. Administrative Services Organizational Chart
10. Office of the President Organizational Chart
11. Director of Safety & Security PDF
12. Additional Written Statement (Allocation Review Request for Angela Gorosave) from Veronica Botts dated March 16, 2009. Received by fax 4/17/2009.

C. Filed by Angela Gorosave April 9, 2009

1. Written Summary to Director's Review Program dated March 8, 2009.
2. Copy of exhibit list with written comments by Robin Heslop, new supervisor
3. Copy of WAC 357-13-045, who completes PDFs